



California Department of Corrections and Rehabilitation

Staff News

Communicating with Professionals in Corrections and Parole

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15 Minutes With...



Ryken Grattet

By Julia Blanton
Student Assistant
Office of Public &
Employee Communication

In July, Louisiana State University Sociology Professor Ryken Grattet was appointed as the Assistant Secretary of the Office of Research of the Department of Corrections and Rehabilitation. This interview initiates a monthly profile feature on recent appointments at CDCR.

In this interview, Grattet tells **Staff News** he is optimistic that in the next year he will be able to guide the Office of Research toward reforms called for by both the Governor and CDCR Secretary Roderick Q. Hickman.

Grattet believes research will be able to provide new insights and ideas that will aide in the reform effort. In this interview, Grattet discussed what the Office of Research does, the experience that has prepared him for this job, and how vital research is in developing effective policy and programs.

Q. In general terms, what kind of services does the Office of Research provide?

A. There are four major functions that the Office of Research performs. The first and probably most important are

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Congratulations! DJJ Cadet Class First to Graduate as CDCR Employees



On Oct. 14, some 88 Division of Juvenile Justice cadets graduated -- and became CDCR's newest employees. Congrats, graduates!

Into the Breach: Three weeks with the Red Cross

By Gary Maurer
former CYA Superintendent (retired)

In September, my wife and I were glued to *CNN* and *Fox News* accounts of the Katrina Disaster. As we watched it unfold, we realized the enormity of the devastation and decided it was time to volunteer in whatever way we could be of service. That day, we drove to the San Joaquin County Office of the Red Cross and volunteered. Four days later, I was on my way to Baton Rouge, and

my wife was providing client intake at the Stockton Red Cross office for evacuees from Louisiana.

I left Sacramento on Sept. 7 and arrived the next day at the Red Cross Disaster Operations Center at Baton Rouge. The center was staged in an old Wal-Mart building. Within the large cavernous building, multiple areas of activity were already in action.

Everywhere, there were new arrivals getting information, orienta-

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Rehabilitative Programs Highlight UK Baroness Patricia Scotland's Visit to CSP, Los Angeles County

By Margot Bach
Office of Public
And Employee Communication

California State Prison Los Angeles County (LAC) welcomed Baroness **Patricia Scotland** for a tour and background debrief on rehabilitative programs and restorative justice discussions with Warden **Charles Harrison** and several Honor Yard inmates.

Baroness Scotland is the Minister for the Criminal Justice System and Offender Management organization in Great Britain and is a member of Prime Minister **Tony Blair's** cabinet.

Baroness Scotland made Lancaster one of her several stops while she was in California in early October. She is visiting throughout the United States to see how California and other states are moving toward a rehabilitative model to prepare inmates for eventual return to society and their communities.

Del Sayles-Owen, Chief Deputy Secretary (A) for Adult Programs, and **Derral Adams**, Associate Director for General Population, Levels III/IV, Adult Institutions, had a lively discussion with Baroness Scotland about CDCR's focus on public safety through rehabilitation, personal responsibility, and community partnerships. Warden Harrison also discussed



UK Criminal Justice System Minister and Baroness Patricia Scotland (in black) talks with inmates.

the prison's Preparation for Release Through Education and Planning program, a key to inmates' successful reentry into society.

Baroness Scotland met with inmate representatives from the Special Inmate Council (SIC) in a discussion of the importance of self-help programs, such as Alcoholics Anonymous, Narcotics Anonymous and Gangmembers Anonymous, through which many inmates have come to know peace by changing their lives—and by helping to change the lives of fellow inmates. She also heard details of the prison's Vocational Business Occupations program.

Prison Industry Authority programs—the laundry facility and the mill and cabinet shop—were next on

the agenda, and PIA representatives showcased not only the inmates' abilities in making high quality products but their focus on giving back by making children's toys and restoring bicycles for holiday giving to less-fortunate children in the Lancaster area. Inmates in the Arts-in-Corrections Program surprised the Baroness by giving her an oil painting of a pastoral setting that she said reminded her of home. She congratulated the artist and discovered that he had learned to paint while in prison, and never realized his talent.

When her tour ended and she spoke briefly with local media, Baroness Scotland said that Great Britain's prison system faces many of the same challenges facing California. But, she added, she was quite impressed with what she saw and heard.

"We are—quite frankly—going to steal many of these [program] ideas and implement them back home," said Baroness Scotland, "I really can hardly wait to get home and share them with my colleagues. They demonstrate remarkable success—and they make a lot of sense!"

Correction!

In the October 2005 issue of **Staff News**, we omitted the names of several award recipients from the California Parole, Probation and Correctional Association. Department of Juvenile Justice Parole Agent and Southern Region Victim's Service

Chris Hillman received the CPPCA's Parole Agent of the Year Award. In addition, DJJ Parole Agent II specialist **Kevin Davila** was recipient of the James Roland Victims Services Award. The Editors of **Staff News** regrets the omissions of Parole Agents' Davila and Hillman.

CSP Solano Officer honored by Solano County Rotary for Act of Bravery at Annual Ceremony

By Mary Neade
PIO/Administrative Assistant
CSP-Solano

California State Prison, Solano Warden **Tom Carey**, and Chief Deputy Warden **Bob Horel** joined local law enforcement in honoring Correctional Officer **Thomas Hill** at the 14th Annual Solano County Law Enforcement Recognition dinner, hosted by the Solano County Rotary Club, in Fairfield during mid-September.

Officer Hill was honored for his heroic efforts when he assisted local law enforcement in the Fairfield area apprehend a suspect who was attempting to elude law enforcement.

The evening signified honor for the outstanding commitment of several officers in the community. Rotary Clubs from California, law enforcement officers, their families, employees from various organizations and elected officials attended the event. The ceremony commenced with an introduction, and dinner, and concluded with the presentation of the awards.

Officer Thomas Hill has worked for the Department of Corrections and Rehabilitation nine years and six months. He is currently assigned as the Third Watch Tower 15 Officer at CSP, Solano.

On April 10, a Vacaville City Police Department officer made contact with a suspicious subject. During the contact the subject removed an item of contraband from his sock. The officer attempted to place the subject under arrest but the subject physically resisted her efforts and escaped.

The subject ran several blocks



California State Prison, Solano Warden Tom Carey and Chief Deputy Warden Bob Horel, congratulate Correctional Officer Thomas Hill (center).

through the surrounding neighborhoods, jumping fences and running through several yards. Officer Hill, who was visiting his mother, noticed the law enforcement patrol vehicles and helicopter searching the area. Officer Hill saw the subject running through the neighborhood. The subject then made one major mistake. He jumped into the back yard belonging to Officer Hill's mother. Officer Hill confronted the subject in his mother's yard and was able to hold and detain the subject using reasonable force until uniformed officers arrived and placed the subject under arrest.

Warden Carey noted at the event that he was proud of the courage and quick-thinking displayed by Officer

Hill. All CSP, Solano staff who attended on behalf of the institution were flattered that the Vacaville Police Chief and a Vacaville Police Lieutenant joined them at their table.

"If you could have seen the look on Officer Hill's face, it was truly priceless," stated Warden Carey. "Way to go — Thomas. I firmly believe that recognition is so rewarding to the individual, their families who accompany them and observe the gesture of honor and for all of us within this department."

The Police Department and The California Department of Corrections and Rehabilitation commend Officer Hill for his bravery, actions and willingness to get involved in an off-duty, private citizen capacity.

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program evaluations. These are research projects that are designed to ensure that the programs that the CDCR implements are effective.

They come in two forms; outcome evaluations that focus on reducing recidivism, and monitoring evaluations that are concerned with tracking information on programs to see that they are being implemented according to their design.

The second function is basic and applied research, which is not connected to any specific program, but is used to identify patterns of offender behavior, such as violence in prisons.

The purpose is to identify problem areas and to provide more general knowledge about our populations and about our administrative operations. The target is not just offenders, but also administrative processes and organizational processes.

Third, is internal consulting, which is when employees from different parts of the organization bring us research projects and we help counsel them in designing a project that will produce the kind of information and knowledge they want produce. We orient them with the right kind of data sources and help them to design an appropriate survey for their needs.

The last major function of the Office of Research is collaborating with external entities that want to do research in the CDCR. These are usually researchers, professors, doctoral students or people from private or nonprofit organizations. We have an oversight process that tries to determine whether their research is making a contribution to our ongoing operation. We try to establish whether their work is realistic, if the data is collectable, and whether it has



Ryken Grattet, Ph.D., Assistant Secretary of the CDCR Office of Research.

already been done.

The bigger scope of our job is to try to fulfill the mission of the Department. Our duty is to pursue policy and programs that have evidence-based in terms of ability to increase public safety and reduce recidivism. We are trying to translate the broad mission into practice. One of my major duties since I have been here has been to devise a set of procedures for determining whether a program is evidence based.

Q. Why did you choose research as a profession when you were in college?

A. I went to college at Western Washington University and started out wanting to get a degree in business. However, after taking a sociology class I got bitten by the research bug and decided to change my degree to sociology.

Originally, I was planning on only getting an undergraduate degree, but the job market was terrible in the middle 80s for sociologists with BAs. I had already done a lot of research with my professors and felt that research would animate my professional

life, so I decided to go to graduate school at the University of California, Santa Barbara, my focus being on law and punishment.

My first job out of graduate school was at Louisiana State University. This was when I began writing about hate crime and continued to do so for the next 10 years.

My focus was on how the legal and governmental systems have responded to this newly defined phenomenon, rather than the behaviors of hate crime. I studied the legislative processes that define what hate crime is to the courts and how they make sense of it.

The last series of studies I did were on the policing of hate crime, understanding how police departments make sense of what the law means.

My initial introduction into working with the CDCR was a collaborative relationship with USC researcher **Joan Petersila**. She invited me to work on a project with her regarding parole violations, which resulted in us writing a National Institute of Justice grant together. As part of putting together the design of that project, I began visiting the Department to discuss the data. In July I began working for the Office of Research, and will do so until July of next year.

The work I do here is less solitary, and a lot more collaborative than the work I did at the university, which requires more active communication with a lot of people. I have found that it is crucial to keep my eyes on the long term. What kind of procedures can I weigh down for the office that will form a foundation for the long term? For example, we have to establish a set of procedures on how we are going to prioritize external re-

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RED CROSS...*(From page one)*

tions, and deployment. It was an impressively large scale operation with more than 500 people giving and receiving information and assignments all over the devastated areas. I quickly learn that drivers for Red Cross vehicles called ERV's



Gary Maurer driving an ERV.

(Emergency Response Vehicles) are needed in the City of Kenner, located in the Greater New Orleans area.

I volunteer and two hours later find myself arriving at the Kenner Police Station and City Jail complex, sixty miles south of Baton Rouge and just miles from New Orleans.

Just behind the Kenner jail, the I-10 freeway heading for New Orleans is a non-stop caravan of ambulances, police cars, emergency service vehicles, National Guard convoys, utility trucks, tree trimmers, and heavy equipment trucks. It is a true invasion of help.

I am initially assigned to the "yard crew" of Kitchen 13 - a Red Cross managed food delivery operation charged with providing food to the affected citizens of Kenner and Metairie (just north of the flooded city of New Orleans). I find out the food supplied by the Red Cross is prepared and cooked by the Southern Baptist Disaster Response organization which in turn is delivered by the Red Cross Emergency Response Vehicles assigned to this field kitchen operation. It is a large scale operation composed of a tented field kitchen and 10 Red Cross ERV's capable of

providing 80,000 to 100,000 meals a week to area residents. Composed almost entirely of volunteers (Red Cross and Southern Baptists) I am impressed with its complexity and ability to deliver. For the first few

days I work as a "yard crew" loading water, feeding supplies, and hot meals onto the ERV's for delivery. It is hard, grueling work in a hot, humid climate. Fully eight to 10 percent of volunteers leave for this reason or the challenges of working in a primitive and devastated environment.

While there is no running water, I am thankful the emergency generators provide lights and air conditioning at the jail, where all volunteers sleep. Every evening for the first eight days, I look forward to my shower, at a high school gym 15 miles away. After a ten-twelve hour work day, the hour and a half round trip for the shower is a welcome treat - no one complains. With bed at ten and up at six am, the days begin to run together and I lose track.

A few days later, I am assigned to "crew" on an ERV and we go out the

field and see the devastation and its victims in their own neighborhoods. Initially, they seem to be the poorest of the poor. While directly affected by the might of Katrina's wrath, they were poor long before - I am struck by their poor health now exacerbated by a ravaging storm. I hear "thank-you for being here- do you have hot meals? - do you have ice, cold water?"

Most say thank you. Parked in front of a storm damaged and looted strip mall just yards from a Mississippi levy we serve five hundred meals to a non-stop line of Louisiana's poor-

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Staff News

The Electronic Edition

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Arnold Schwarzenegger

Governor

Roderick Q. Hickman

Secretary, CDCR

J.P. Tremblay

Executive Editor

Nancy Lungren

Deputy Executive Editor

George Kostyrko

Managing Editor

Margot Bach

Julio C. Calderon

Sarah Ludeman

Todd Slosek

Terry Thornton

Contributors

Produced and distributed by:
CDCR Communications Office
1515 S Street, Suites 103-113
Sacramento, Ca 95814
(916) 324-6408



Block after block of devastation greeted volunteers.

‘Building Change’ in Amador County

by Michael Kriletich
Chief Probation Officer
Amador County

Despite its ongoing fiscal crisis, California continues to draw those searching for an area where the weather, natural beauty, and cultural and social diversity combine to produce a wonderful place to live and raise a family. These newcomers are helping to drive the demand for more housing, jobs, and recreational activities as well as opportunities for personal financial growth.

This phenomenon is unfolding faster in Amador County than most areas of the state. As a result, the need for laborers, apprentices in the building trades, landscape technicians, and hospitality and leisure industry workers is also growing.

However, with a total population of about 35,000, including about 18 percent over the age of 65 and 10 percent incarcerated in local penal institutions, it is difficult for local contractors and businesses to attract local workers. Employers are often forced to hire outside the local community because of the lack of a trained workforce. It is this climate of growth and need that gave rise to the idea for funding the “Building Change” project in the Amador County Probation Department.

Funded by a Title II grant from the former Board of Corrections (now Correctional Standards Authority), the project’s goals include expanding the level of job readiness, career opportunities in the building, landscape and leisure industries, and



Community volunteers assist county probationers.

overall personal financial and social success of the program participants.

Participants engage in classroom and field exercises that provide them with an opportunity to learn about the construction trades while enhancing their level of job readiness. School and probation staffs are given a real opportunity to assist participants in developing employment skills and other appropriate social competencies. The project also offers the families of the participants and other residents of the community opportunities to work together – creating and sustaining a sense of support and pride for our disconnected youth while increasing civic involvement.

The first phase of the project is occurring at the Community Court School, where students assisted in the planning of the classroom and lab activities, designed a logo, and incor-

porated the motto, “Building Change.”

After tools and safety gear were purchased from Meeks Lumber in Martell, an unexpected wave of in-kind support was generated for the project. Two employees of Meeks Lumber, a retired correctional officer and a current member of the Amador County Board of Supervisors, provided basic construction, hand tool use and safety instruction to the participants. The local Milwaukee Tool representative provided a class and certificates to the participants in power tool safety, use and care. A former juvenile offender and court school student who is now a carpenter is offering his time and expertise at our job site. Local painting, roofing, and drywall contractors have offered their expertise and time as the project progresses.

This outpouring of local support for the project is having a positive affect on the participants, who are coming to school on project days ready to learn, work and feel the pleasure of working as a team with a common goal.

The first day of actual hands-on construction techniques began in early May. The work continues. Our construction crew of two girls and seven boys worked side by side with community volunteers, probation staff, and school staff and began the assembly of what will become a storage shed for our tools and small supplies. The energy was palpable. Young men and women, usually too tired, uninterested and disconnected from normal social routines, strapped on their tool bags, put on their hard hats and got to work ***Building Change.***

Strategic Planning effort for CDCR Continues

The executive-level management committees established in June 2005 by Secretary Hickman in support of the Strategic Plan — have been busy.

The goal of the committees has been to enhance coordination of strategic and operational decision making in the new California Department of Corrections and Rehabilitation (CDCR).

The strategic planning office reports the following:

Strategic Plan Updates

- Secretary Hickman received the American Society of Public Administration Annual Award for Innovations in Government for the development of the CDCR Strategic Plan.
- The first-ever Strategic Plan performance measures quarterly report will be issued on October 28th. This first effort will review the baseline data on 52 program performance measures that impact the CDCR Strategic Plan.
- The Strategic Planning Coalition has been meeting regularly to review and adopt revisions to each goal of the Strategic Plan. The revisions will be completed and adopted during the months of September and October to ensure the release of the revised Strategic Plan in November 2005.

Events

The following significant events have taken place since the kick off of the reorganized CDCR:

- The 2nd Annual *Future Focused Leadership: The Implementation Imperative* conference took place on July 12-15, in Sacramento and Galt. The

meeting focused on community collaboration, evidence-based research, and performance-based management. Attendees included CDCR management and leadership, community partners, and nationally recognized experts in correctional management.

- Per the Secretary's commitment during the July 12-15, Galt conference, the Field Operations Executives Meeting convened on August 8-9, in Pomona. The meeting focused on building internal and external partnerships within the new CDCR. Attendees included Wardens, Superintendents, and Parole Administrators. Regular meetings with field operations executives will take place quarterly.
- The Office of Public and Employee Communications has been involved in distributing weekly messages of the Secretary, monthly publication of *CDCR Staff News*, as well as the ongoing redesign of the CDCR website to reflect changes in the department.

Recent Events

Events that have been planned within the next couple of months include:

- An Executive Team Development Meeting took place on Sept. 26-27 in Sacramento. The executive team has been aggressive in establishing the new organization and is committed to further developing the new leadership team.

- The Field Operations Supervisors Meeting took place on Oct. 25-27 in Galt. Secretary Hickman presented the new organizational design and reported the progress toward implementation of the CDCR vision, mission and goals. Attendees included Lieutenants, Sergeants, Senior Youth Correctional Counselors, Education Managers, Health Care Managers, Non-Administrative Staff (SSM I and above), and Parole Agent IIIs from the Northern, Central, and Southern Regions.

Strategic Planning Office

- CDCR has been conducting an employee survey this fall to 5,000 CDCR employees chosen through a random selection process.
- A new Transition Management Office (TMO) has been established within the Strategic Planning Office. The TMO is tasked with providing leadership and services for six major initiatives to support the thousands of CDCR managers dedicated to productive and positive reform as described in the CDCR Strategic Plan.
- Update to the Little Hoover Commission review of CDCR operations included two meetings.

A meeting was held on Sept. 21, to discuss the progress of Juvenile Justice and Parole Reform.

A meeting was held on Oct. 26, to discuss the gender responsive strategies and issues and strategic plan performance measures.

15 MINUTES...*(From page four)*

search projects. Do we want to have a screening method that weeds out programs that aren't working to stay focused on the consistent with mission? This office is brand new and I have to pull in a lot of research from the old office.

Q. What are some examples of where research has made the difference with policy in recent politics?

A. I think a lot of the innovations that have happened in the Department have been inspired by research literature, particularly in parole reforms. Ironically, research in the history of California corrections has had a large and positive influence and been the driver of policy, but in the 1970s, research was arguably one of the drivers of a very negative policy change. A researcher named Robert Martinson did a review of a number of studies on the rehabilitative programs and found that nothing works. That was not the only driver in the shift to corrections and the abandonment of rehabilitation, but it was an important part because it allowed people to point to the research community and say that money should not be spent on rehabilitation because

research does not support that it works.

Many people in the research community think that his findings were overstated and that his conclusions were taken to the extreme. For the last 20 years people have been trying to bring research back as a role of influence in the corrections and rehabilitation business.

In recent years, the influence of research on policy has been mostly a promise. The researchers in the former Youth Authority have made a lot more contributions than people recognize. They have been soldiering on with very little recourse and making very important contributions to how the CYA has operated. They have suffered declining staff and budget cuts. Part of what this office is trying to do is revive that and its capacity.

Q. What kind of organizations or individuals requests the services of your Office?

A. In the two months that I have been here, I have heard from Human Resources, Risk Management, Board of Parole Hearings, and Correctional Standards. Strategic planning needs our help to revise performance mea-

sures. As a service level office, we have a lot of tentacles out there to assist other units. People are starting to see us on their radar screen and will even more so as time goes on, which is great because it makes the research organization vital.

Q. Why is the work of researchers such as yourself, so critical to the goal of evidence-based outcomes that Secretary Hickman has asked for?

A. The evidence comes from us and so does the knowledge of prior research; we are the scholarship on correctional programs. We know both about what has been found out elsewhere and we can design and set up the kind of studies that will produce an evidence basis for the next generation. That is why I started this discussion by saying that research is at the center of reform. Driving is a good imagery for research but research steers the car, rather than drive it. Research doesn't provide very clear and direct policy direction; those ultimately have to come from a policy process and political process, hopefully one that is informed by research.

In Brief...

- On Oct. 3, Dr. **Ed Morales** was appointed the Chief Psychiatrist of Health Care Services for the Division of Juvenile Justice. Dr. Morales brings extensive experience in the mental health field. He is a graduate of Columbia University and received his medical school training at New York Medical Center in Valhalla, N.Y. Dr.

Morales has served as the Medical Manager of Child and Adolescent Mental Health Services at the San Diego Naval Hospital and the Service Chief of the Child Adolescent Mental Health Service at Bethesda Naval Hospital in Bethesda, MD. Chief Deputy Secretary of Juvenile Justice Bernard Warner said he is confident that Dr. Morales will do a superior job, and stated, "We are looking forward

to Dr. Morales joining our Health Care Services Team. Please join us in welcoming him."

- Retired Lieutenant **Carl Sheppard** passed away after battling a lengthy illness. Lt. Sheppard started his career with the Department of Corrections in 1974 at the Correctional Training Facility. He was promoted to Sergeant at California Correctional Institution and later to Lieu-

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RED CROSS..(From page five)

est all within two hours. As the days pass, the crowd seeking meals grow, as those who had the means to leave return to their communities – and are spiritually and emotionally overwhelmed by the devastation.

Everyday and some worse than others, I sweat almost continually, and with conscious resolve I force myself to drink gallons of Gatorade and water to keep heatstroke at bay. On several days, I remain “wet” with sweat all day while serving food within the poorly ventilated confines of the ERV.

Many of the Kenner police officers were storm victims themselves. Despite this personal loss, they did not abandon their posts or professional duty. They stayed the course and helped restore order to the chaos of their city. In my opinion, these fine men and women are probably the “Unsung” in their community. They helped the Red Cross volunteers find the areas of critical needs and escorted us there – often knocking on doors and making announcements “the Red Cross is here with hot meals” for us.

For those amongst us who serve

as peace officers, this commitment to duty is not a surprise. However, to see this commitment and honor in such harrowing circumstances truly made me proud to be a volunteer in that community.

Slowly, as the days passed, I saw the small steps of progress take place: people, who were dirty and disheveled a few days ago, appeared clean with combed hair as water service was slowly restored. The need for hot food remained strong as did the need for potable water.

In time, every level of society was observed in line to pick up these needed commodities during the time I spent there. As well, the Red Cross mobile feeding operation served the same populations – some on foot, some on bicycles, and some in expensive SUV’s – all wanting a “hot meal” they were unable to provide for themselves.

Meanwhile, mountains of trash are now accumulating on every street as people return to their homes and businesses and begin to clean up the devastation.

Where will this all go - millions of tons of it! At first, seeing the dev-

astation first hand, I wondered how would these cities ever be functional again. Slowly, I began to note small changes taking place.

I will always remember my three weeks “in the breach” and will never forget the volunteers from all walks of life who came to help in this country’s largest national disaster.

The Red Cross, Salvation Army, civic or church organizations are not governmental entities organizations are about you and me and the largess or lack thereof of our own willingness to share fortune or time (whatever we are able and **we are all able to do something**). The most powerful force in our country is not government but neighbor helping neighbor – it is not pointing a finger of blame - it is about giving a hand up to those who are down.

If you haven’t yet stepped forward yet to help out in this country’s worst natural disaster, there is still time and opportunity to do so with some organization of your choice. Resolve to move from observer to participant – This is what sets America apart from the rest of the world – our resolve and Can-do attitude!

tenant at California Rehabilitation Center. Carl also worked at Sierra Conservation Center and North Kern State Prison prior to his retirement in 1998. Funeral services were held on October 8 at St. John’s Baptist Church in Bakersfield.

- Valley State Prison for Women Correctional Officer **David Lassiter** passed away following a brief illness. Officer Lassiter had been a CO with

VSPW for more than seven years. He began his career with CDCR on April 1993 at California Correctional Institution in Tehachapi, transferred to Salinas Valley State Prison in June 1996, and subsequently transferred to VSPW in September 1998 where he worked throughout his career with the department. VSPW extends prayers and sympathy to the family and friends of Officer Lassiter.

- Mule Creek State Prison hosted the 3rd Criminal and Gangmembers Anonymous (CGA) Forum on Oct. 18, in the Facility B Visiting Room. In addition to the attending MCSP inmates and staff, there were approximately 50 visitors from other CDCR facilities, ministries, law enforcement agencies and community sponsors. The forum was another success for the 12 Step CGA Program.